

A Recognition Program for North Bay Fire District.

Executive Leadership

BY: Gary D. Jordan, M.A.

North Bay Fire District

Niceville, FL 32578

An applied research project submitted to the National Fire Academy as part of the
Executive Fire Officer Program

December 2001

Abstract

The North Bay Fire District recognition program was inadequate according to department members. This inadequacy was identified during a Strategic Planning session. A viable recognition program was needed to recognize the accomplishments of the district employees. The need to motivate the employees was predicated on the characteristics of the fire district. The purpose of this research was to develop a written recognition program for the North Bay Fire District.

The following research questions were answered in this paper using the action research method.

- a. How do NBFD employees desire to be recognized for their contributions to the organization?
 1. How have the three current methods adequately recognized those members that have made contributions to the NBFD mission accomplishment?
- c. What methods of recognition are desired by NBFD employees?

The procedures involved in answering these questions was to first identify the recognition elements used by other fire organizations. The recognition elements were identified through a survey of 35 fire departments. The various recognition elements were then used as the basis for a survey of the employees of the North Bay Fire District. These recognition elements were then incorporated into an operating instruction in the district prescribed format.

The major findings of this research were that recognition was related to performance. The incorporation of regular, consistent recognition into the operating culture of the fire

district could result in saving of future funds, through employee retention. An increase in customer service, and the resulting customer satisfaction, could provide a base of support in the event increased funding is needed. And, the increased productivity , above the minimum level expected, could result in increased effectiveness of the employees.

The recognition elements most desired by the district employees were identified through a survey. The most desired elements were then incorporated into a district operating instruction. In addition to adding more recognition elements, the operating instruction also identified a defined process for the nomination, consideration and award of the various recognition elements.

The recommendations presented in this paper included that the operating instruction be fully implemented. The operating instruction should then be subjected to ongoing evaluation to keep it current and this evaluation should be codified in some way to keep it current. The recognition of above-and-beyond performance should also become second nature - part of the operating culture of the district. And, a recognition program for contributions of civilians should be developed and implements.

The final recommendation was that a broader survey to provide more in-depth insight into the needs of the various departments throughout the country should be undertaken to the potential for the development of materials and procedures to recognize the performance of firefighters consistently from coast-to-coast.

TABLE OF CONTENTS

ABSTRACT	2
TABLE OF CONTENTS	4
INTRODUCTION	5
BACKGROUND AND SIGNIFICANCE	5
LITERATURE REVIEW.....	8
PROCEDURES	12
RESULTS	14
DISCUSSION	16
RECOMMENDATIONS	17
REFERENCES	20
APPENDIX A (North Bay Fire District Operating Instruction 15-01, North Bay Fire District Recognition Program)	21
APPENDIX B - Departments Responding to Survey #1	25
APPENDIX C - Survey #1 Results	26
APPENDIX D - Copy of Survey #1	28
APPENDIX E -- Survey #2 Results	30
APPENDIX F - Copy of Survey #2	31

INTRODUCTION

The North Bay Fire District (NBFD) employee recognition program was determined to be inadequate by a consensus of the members of the department (personal communication, June 2, 2001). The need for an effective employee recognition program was driven by the need to motivate and reward acts and service distinguished from those normally performed. The purpose of this research was to formulate a new recognition program comprised of the elements identified as most valuable by the department members. The action research method was used.

The following research questions were answered in this paper.

- a. How did NBFD employees desire to be recognized for their contributions to the organization?
- b. How have the three current methods adequately recognized those members that have made contributions to the NBFD mission accomplishment?
- c. What methods of recognition are desired by NBFD employees?

BACKGROUND AND SIGNIFICANCE

The NBFD has an employee recognition program that has remained unchanged for over ten years. The program consisted of selection and recognition of a firefighter of the quarter, shift of the quarter and firefighter of the year (North Bay Fire District Policy Manual, 2000). During the first strategic planning session undertaken by the district, the consensus of the attendees was that the recognition program was not adequate and needed to be expanded. This resulted in a goal to enhance and support human relations

with an objective to develop a revised and expanded recognition program (NBFD Strategic Plan, 2001). The rapid growth of the fire district staff and the fortunate lack of fire-related duties were identified as the major causes of the failure of the recognition program to remain sufficient (personal communication, June 2001).

The North Bay Fire District

The NBFD was formed in 1975 as the Seminole Volunteer Fire Department. The department provided fire and rescue services to the six and one-half square miles of unincorporated Okaloosa County including the community known as Seminole. The boundaries of the department were the Walton County line to the East; a navigable waterway named Rocky Bayou to the West; Choctawhatchee Bay to the South; and, the Eglin Air Force Base reservation to the North.

The department was formally created as a taxing district, overseen by an elected board of commissioners, in 1975. The enabling legislation was an ordinance promulgated by the Okaloosa County Board of Commissioners. The taxing authority was for a fee-per-unit charge.

In 1983, Bluewater Bay Resort, a residential-resort community, was proposed. Much of the area within the fire department boundaries was to be developed as a planned community. A condition of the development master plan was that the developer assist with the provision of fire protection services to the resort. The developer approached the board of commissioners and proposed expanding the department. A one-acre lot, centrally located within the boundaries, was donated for construction of a fire station.

A referendum was held in 1984 to change the name of the department to the North Bay Fire District, change the taxing authority to *ad valorem* property taxes, and to add career firefighters to the staff. The referendum passed and the growth of the fire district was rapid. The new fire station was built and occupied. A progressive staffing level was implemented whereby career firefighters were added as the tax base expanded.

The stated goal of the fire commission was to have adequate career personnel in-place to augment the volunteer firefighter base. The department has grown to have a total of fifteen career and as many as a dozen volunteer combat personnel and a full-time administrative assistant (NBFD Official History, June 2001). All district career firefighters must have received a Florida Certificate of Compliance within one year of employment and must be a certified Emergency Medical Technician. Volunteers must have completed a prescribed training curriculum and met participation standards. The size of the volunteer force has declined; averaging approximately 10 members at any given time.

The district was bracketed by two volunteer fire departments to the East and West and a career department to the South. Automatic mutual aid agreements were in-place with these agencies. These mutual aid forces typically take as long as ten minutes to arrive. The quality of aid varies widely with the agency and personnel responding.

Maintaining the moral and motivation of the force described above posed a challenge. Limited tax revenues and escalating operational costs have personnel costs at the upper limits. With an average of approximately 525 alarm responses a year, tedium is a demotivator. Add that approximately 87 percent of the alarm responses are either motor

vehicle traffic crash rescues or other medical responses and the need to keep the force motivated and productive became a priority (NBFD Annual Report, 2000).

Recognition of excellent performance has long been a cornerstone of leadership as practiced in the fire service. During the Executive Leadership course at the National Fire Academy, the author read a passage that spurred him on to pursue this research. The passage read: "To lead, one simply must have power, and be skilled in its use." The same selection went on to identify several bases of power. Among these bases of power was reward power – those things a leader might do to positively motivate a follower to perform in the desired manner; including providing material or nonmaterial rewards. (USFA, 2000)

LITERATURE REVIEW

In today's world of fiscal accountability and limited revenues, private industry and governments alike were striving for increased productivity and reduced costs. The fire service was not exempt from this trend. One method of achieving this was through employee motivation. How to achieve this motivation was the dilemma facing managers in today's world.

Three factors common to successful recognition programs have been identified.

These factors were:

- A recognition program must be imbedded in the organizational culture.
- Employees must be recognized frequently, even daily.
- The employees must value the recognition program. (Beck, 1998)

Many people wrongly perceive money as the motivator that gets people moving. While there can be some short-term benefit, the major benefits can result from the way people are treated in the workplace. The major shortcoming of money is the infrequent times of presentation; usually in the form of an annual raise.

In one study of 1,500 employees, personalized, instant recognition from managers was the most motivating incentive cited. Achievements and progress toward established goals should be recognized as frequently as possible – even on a daily basis. Open communications was rated as a very important consideration in accepting their current job while the number one reason given for leaving companies was a lack of praise and recognition. (Nelson, 2001)

Having high expectations for managers and their staffs is a given in today's world. Setting the example provides members of the staff the opportunity to model the leaders of their organization. The members of the staff are then recognized, providing positive reinforcement for performing above the minimum. Maintaining this high level of performance can be accomplished by meeting three conditions:

- (a) Personnel must know what is expected of them.
- (b) They must receive continual feedback so errors can be corrected and solid practices reinforced.
- (c) People who meet or exceed the standards of behavior should be rewarded – and only these so the rewards aren't cheapened and lose meaning. (Swanson, Territo, Taylor, 1998)

People tend to accomplish tasks to satisfy their needs. Maslow proposed the concept that as one level of a person's needs are met, they move on to achieve more sophisticated levels of self-satisfaction. Providing the opportunity to achieve these higher plateaus and recognizing the accomplishments are often motivators that improve productivity with lower associated costs – a big boon for management (Smith, 1998)

Herzberg proposed a theory that there are two levels of motivation affecting employees. The first level, he called them “hygiene factors,” were the basic needs of employees: salary and benefits, working conditions, job security and status. These factors do not motivate but to not meet them results in dissatisfaction. The “motivators” identified by Herzberg drive people to achieve. These “motivators” were where the supervisor should concentrate their efforts. These factors can heighten workplace motivation and include providing the opportunity for: achievement, recognition, job interest, increased responsibility and advancement (Heller and Hindle, 1998).

The key to increasing productivity then depends on the supervisor's ability to get the employee to want to be motivated. There are really only two ways to do this: offer positive incentives, or rewards, to be cooperative and produce or use negative incentives, or controls, when employees do not perform as required. The rewards and controls can take many forms with rewards normally stressed over controls. However, supervisors must recognize and be committed to the need to apply controls if the rewards do not result in the desired outcome (Imundo, 1991)

The costs of providing recognition are slight compared to the costs of not recognizing performance beyond the minimum acceptable level. The perception of the quality of

service is a measure customers value, even when the customer happens to be a taxpayer recipient of service from their government agencies. Brunacini provides many examples of how providing adequate but minimal customer service can result in negative feedback. Yet, he also demonstrates, motivating employees to provide just a little more personalized attention often results in praise. Finding frequent opportunities to recognize workers through all levels of supervision can result in a culture of top-notch performers and the result could be the development of allies when the budget axe is being wielded. (Brunacini, 1996)

With all the material from a broad array of disciplines, few addressed the components of a recognition program. One, a fire service article, was over 20 years old but presented a timeless plan for a fire service awards program. The key was to have a well-planned and fair program. The program should be tailored to fit the size and character of the department. An example of this was that a larger, busier department needs more awards to accomplish the objectives. There must have been a written, clearly established procedure to select candidates for the awards. The program must have been supported from the top command levels and must be flexible enough to assure team as well as individual efforts are recognized; that too many awards aren't presented, cheapening those presented; and that every individual deserving recognition got it. Lastly, the awards must have been presented in a dignified and meaningful ceremony to get the full benefit (Bruno, 1979).

The review of the literature provided a great deal of insight into what the underlying principles of awards and recognition programs should be. Specifics of what recognition

elements were utilized was absent. Thus the specific recognition elements were drawn from the responses to the surveys conducted to support this project.

PROCEDURES

Definition of Terms

Employee: An individual with a relationship to the fire district clarified by coverage under the district workers' compensation program. This term includes individuals who do not receive compensation for their work. (Florida Statute 440.02(b), 2001).

Recognition Element: A means of recognizing the performance of an individual such as, but not limited to, a memento, plaque, certificate, medal, pins or other physical object. This would also include letters of recognition, commendations, certificates and public acknowledgement of the act or acts.

Research Methodology

The product of this action research was a written policy for use by the North Bay Fire District (NBFD) staff to manage a recognition program. In the execution of this applied research project, two surveys were used to: first, identify the potential recognition elements for inclusion in the recognition program and, secondly, to then identify the recognition elements valued by the members of NBFD. The first survey was administered to representatives from 35 fire agencies throughout the United States and Australia. The second survey was provided to members of the NBFD for completion. The surveys were administered through individual contact with the respondents and through electronic mail and the U.S. Postal Service.

The first survey was conducted to identify elements of recognition programs in use by other departments. Each of the recognition elements identified in survey 1 were then used to compile Survey 2 which was subsequently used to identify those elements most desired by members of the North Bay Fire District. The compilation of the recognition categories was based on a subjective and arbitrary classification by the author.

Upon receipt of the responses to the surveys, the replies were compiled. In the first survey, the written directives received were scanned for "recognition elements." Each of these elements was then used to create the second survey. Each element addressed in these written directives was included for evaluation by North Bay Fire District personnel.

The responses of the North Bay Fire District personnel were then compiled. Any elements selected by more than one-half of the North Bay Personnel were included in the proposed Recognition Program Operating Instruction. The proposed operating instruction was included in its entirety as Appendix A.

Assumptions and Limitations

The surveys conducted to support this research were limited in scope, with only 22 departments surveyed out of the thousands of fire departments in the world. The majority of departments surveyed (12 total, or 54.5 percent of the responses received) did not have written policies or procedures for department recognition programs.

The surveys themselves were hardly random in nature as Survey 1 was only distributed to departments with which the author has a personal or professional relationship through professional associations or training venues. The randomization, and therefore any statistical significance inferred, is extremely limited.

There were 22 responses received out of 35 surveys distributed in Survey 1. This low response rate would also call into question the statistical significance of any inferences made from the data collected. This equated to a response rate of 62.8 percent.

There were 9 responses received out of 23 surveys distributed for Survey 2. This low response rate would also call into question the statistical significance of any inferences made from the data collected. This equated to a response rate of 39 percent.

RESULTS

The proposed Recognition Program Operating Instruction for the North Bay Fire District is in Appendix A.

Answers to Research Questions

Research question 1. How do NBFD employees desire to be recognized for their contributions to the organization? The employees of North Bay Fire District were generally satisfied with the current recognition program. The majority of the respondents to survey 2 (6 of 9) replied that they would not like more recognition for their contributions to the district and 7 of 9 replied that they were satisfied with the district's current system of recognition. The recognition elements of Firefighter of the Quarter, Shift of the Quarter and Firefighter of the Year (the current recognition elements in use) are addressed in Research Question 2. While the employees are satisfied with the recognition they receive, the majority (7 of 9) indicated that the district should recognize civilians who contribute to the safety of the district populace.

Even though the indications from the survey would be that the employees of North Bay Fire District were generally satisfied with the current recognition program, a large number of the individuals indicating satisfaction also indicated they considered many of the recognition elements included in question 6 as meaningful; as many as 4 out of 6, in one case. This will be further addressed in Research Question 3.

Research question 2. How have the three current methods adequately recognized those members that have made contributions to the NBFD mission accomplishment? The current methods used to recognize employees of NBFD include Firefighter of the Quarter, Shift of the Quarter and Firefighter of the Year. The majority of the respondents to Survey 2 (6 of 9) replied that they would not like more recognition for their contributions to the district and 7 of 9 replied that they are satisfied with the district's current system of recognition. Respondents to question 2 (Would changes to the current recognition program motivate you to perform your duties better?) replied "NO" 6 out of 9 times.

With these responses, a conclusion could be drawn that the employees are satisfied with the current recognition system.

Research question 3. What methods of recognition were desired by NBFD employees? As a result of Survey 2, those recognition elements identified as meaningful by more than one-half (at least 5 of 9 respondents) were included in the proposed Recognition Program Operating Instruction. The following elements of recognition were included in the proposed operating instruction: supervisor personally congratulating employees for a good job, medal recognizing valor by an employee, medal recognizing heroism by an

employee, certificate of commendation, length of service awards (year pins and/or certificates), Firefighter of the Quarter, Firefighter of the Year and Shift of the Quarter. Each of these elements was then incorporated into the proposed operating instruction.

The responses to this survey further indicated a desire by the employees of North Bay Fire District to have a means of recognizing the civilians of the community who contribute to the safety of the district populace. The implementation of this program was outside the scope of this research. A separate operating instruction is being developed that coincides with an Okaloosa County recognition program.

DISCUSSION

Keeping the employees of the North Bay Fire District motivated was an essential element of the operation of the district. With such a small staff, the continued success of the fire district could well hinge on the employee motivation and morale. The recognition of the continued contributions of the individuals through a formalized recognition program was anticipated to provide a large part of that motivation.

The proposed Operating Instruction served as a first step in developing a department recognition program. The resulting program would benefit the firefighters, their families, the fire district, and the community at-large. These benefits would be realized from an increase in individual and team morale, productivity and performance.

People who feel good about their job and feel appreciated for going above the minimum tend to perform at a higher level than those that do not. The increased

productivity should be recognizable in customer satisfaction. Another measurable result of this could be in a lower rate of employee turnover (Brunacini, 1996)

The increase in team and individual morale could have a positive effect not only in terms of productivity but also in long-range needs of the district. Potential reductions of employee turnover results in cost savings that can be directed into other aspects of service delivery, such as better equipment or training, or expanded services.

The proposed Operating Instruction also provides a consistent basis for the award of medals and other recognition that formerly did not exist. The three recognition elements already in use remain in use and the added recognition elements enhance an already accepted program. Having recognition elements identified and procedures for the unbiased award of these elements go a long way toward making the recognition program a recognized part of the district culture. This inclusion of the recognition program in the district culture provides an opportunity for the personnel of the district to value the recognition they receive, thus improving the chances of increased productivity. (Beck, 1998) Having a defined process and parameters will also ensure that those who deserve recognition receive it and only those who truly deserve it will receive it (Swanson et al., 1998).

RECOMMENDATIONS

The North Bay Fire District should implement the proposed policy and include all of the proposed recognition elements. Otherwise, the program will have limited value, at

best. An on-going assessment of the effectiveness of the recognition program should be conducted to ensure the continued adequacy of the program.

The program should be subjected to periodic review to ensure the operating instruction is current. It should reflect changes in the department structure and legislation to keep pace with societal changes. The periodic review should be codified in some way; perhaps tied to the biannual review of the district master plan, for example. This periodic review could possibly best consist of a climate survey to determine the satisfaction of NBFD employees with the recognition program and to identify any changes needed.

The recognition of employees for contributions made above-and-beyond their prescribed duties must become an automatic action of the supervisors. This enculturation of the program will enhance its effectiveness as time progresses. At the same time, the standards must be maintained so that the recognition program does not become a meaningless program just going through the motions.

A program to recognize the contributions of civilians should be developed and implemented. The results of the survey indicate that this type of recognition is of value to the department employees.

Lastly, a much broader survey is recommended to derive statistically meaningful data concerning firefighter recognition programs. Such a broad-based study could be used to determine the needs of recognizing firefighters throughout the United States, resulting in a standardized recognition program nationwide. Such a study could provide the basis for

development of materials and procedures to recognize the performance of firefighters consistently from coast-to-coast.

References

- Beck, Robert. (1998). Researching Employee Recognition Programs for the Winter Springs Fire Department (Executive Fire Officer Applied Research Project). Emmitsburg, MD: National Fire Academy.
- Bruno, Hal. The Value of Awards Programs. *Firehouse*, January 1979. pp 22-23.
- Brunacini, Alan V. *Essentials of Fire Department Customer Service*. Fire Protection Publications, Stillwater, OK. 1996.
- Heller, Robert and Hindle, Tim. *Essential Managers Manual*. DK Publishing, New York. 1998.
- Imundo, Louis V. *The Effective Supervisor's Handbook*. 2 ed. Amacom. New York. 1991.
- US Fire Administration. (October 2000). Executive Leadership Student Manual. Author.
- Nelson, Bob. (2001). Secrets of Successful Employee Recognition. *Quality Digest* (On-line). Available: <http://www.qualitydigest.com/aug/nelson.html>.
- North Bay Fire District (2001). Official History of the North Bay Fire District. Niceville, FL. Author
- North Bay Fire District (2000). North Bay Fire District Annual Report, 2000. Niceville, FL. Author.
- North Bay Fire District (2000). North Bay Fire District Policy Manual. Niceville, FL. Author.
- North Bay Fire District (2001). North Bay Fire District Strategic Plan. Niceville, FL. Author.
- Smith, Janet. Employee Recognition and Retention – Different Strokes for Different Folks. *Ambulance Industry Journal*; April, May June 1998. pp 20 – 23.
- State of Florida. (2001). Florida Statute Section 440.02. Statutes of the State of Florida (On-line). Available: <http://www.leg.state.fl.us/>.
- Swanson, Territo and Taylor. *Police Administration: Structures, Processes and Behavior*. 4th Ed. (1998). Prentice-Hall. Upper Saddle River NJ

Appendix A

Operating Instruction 15-01

North Bay Fire District Recognition Program

This operating instruction outlines the awards and recognition program for the fire district. It includes the types of awards and recognition available, the requirements for the awards and recognition elements and the selection processes to be used.

A. **Objective:** The objective of the district awards and recognition program is to recognize the individual and team accomplishments, heroism and service of members of the district and heroic efforts by a citizen.

B. **Scope:** All North Bay Fire District personnel and others identified as contributing to the mission of the fire district. As a general rule, only one award will be made for the same act, achievement or period of meritorious service. However, an award or decoration for heroism or specific achievement performed within a period of meritorious service is not considered duplication.

C. **Personnel Recognition:** Decorations and awards are important symbols of recognition and a means of publicly recognizing and rewarding acts and services beyond that normally expected. These acts or services distinguish the individual from others performing similar acts or services.

The recognition elements implemented by this operating instruction are categorized as decorations and awards.

Decorations recognize truly exceptional performance and valor. The value of the decoration is maintained by its presentation only in situations where the decoration is clearly deserved. A decoration is recognized through the presentation of a medal, commendation bar and citation of the event.

An award is a form of recognizing performance through the presentation of an individual plaque or certificate or the addition of an engraved plate to an existing perpetual plaque.

The decorations, and the selection process for each, are as follows:

Medal of Honor: This decoration is awarded by the Chairperson of the North Bay Fire Commission for department members who distinguish themselves conspicuously by gallantry and intrepidity at the risk of his/her life above and beyond the call of duty. A nomination for this decoration will be considered by the awards committee with a final determination by the fire chief.

Medal of Valor: This decoration is awarded for heroic action against fires or hazardous situations. The heroic actions must render the individual conspicuous and well above the accumulation of minor acts of heroism. A nomination for this decoration will be considered by the awards committee with a final determination by the fire chief.

The awards, and selection process for each, are as follows:

Firefighter of the Year: This award is presented to the firefighter who has demonstrated exceptional leadership qualities, is an outstanding firefighter and person and provides service to the district above the normal level. Any person in the district may submit a person who has been a member of the district for at least one full year computed from the first day of January of the previous year. No chief officer is eligible for this award and no person may receive this award two years in a row. The recipient will receive an engraved plaque, a medal, and a commendation bar. The recipient's name will also be entered on the perpetual plaque for this award. Nominations for this award are due not later than November 15.

Firefighter of the Quarter: This award is presented to the firefighter who has demonstrated exceptional leadership qualities, is an outstanding firefighter and person and provides service to the district above the normal level. Any person in the district may submit a person who has been a member of the district for at least six months. The recipient will receive a check and their name will be entered on the perpetual plaque for this award. The nominations must be submitted in writing to the Operations Chief by the 25th day of March, June, September and December. The recipient will be recognized at the next Fire Commission meeting.

Distinguished Service Award: Awarded for exceptionally meritorious service in the performance of outstanding service in a duty of great responsibility. Any person may nominate an individual for this award. The recipient must have been an active member of the district for at least one year to receive this award. The recipient of this award will receive a certificate and commendation bar.

Meritorious Service Award: Awarded for meritorious service to the district in five-year increments. This award is considered and bestowed on the decision of the awards committee upon the recommendation of the member's supervisor. Any disciplinary action will be grounds for the denial of this award. The recipient will receive a commendation bar with the years of service annotated on the bar and a certificate.

Service Awards: Each member active in the department will receive a service award each year indicating the number of years of involvement. Volunteer and reserve members must be in good standing for the entire year to receive the award. Any break in

service will result in that time not being recognized. There is no nomination for the service awards, they will be computed and awarded annually.

Certificate of Recognition: A certificate of recognition may be awarded to any member at any time on the decision of a member of the command staff.

D. Unit Recognition. The only unit award presented by the district is the Shift of the Quarter: This award is presented to the shift demonstrating exceptional leadership and performance during the quarter. Any person in the district may nominate a shift for this award. The nominations must be submitted in writing to the Operations Chief by the 25th day of March, June, September and December. The shift winning the award will have the shift designation entered on the perpetual plaque for this award.

E. Nomination Procedures. Nominations for the awards without award-specific nomination guidelines above should be submitted as soon as practical after the event deserving recognition. The awards committee will meet as called by the chairperson or Fire Chief. All nominations must be in writing using the attached nomination form.

F. Awards Committee. The awards committee will consist of at least three members appointed by the fire chief. One member of the committee, the chairperson, will be an officer and the remainder will be officers or firefighters, either career or volunteer. The committee will convene to consider nominations for the above awards unless otherwise specified. The committee will present a written recommendation to the Fire Chief who will make the final determination.

Awards Nomination Form

I take great pleasure in submitting this nomination for the award of:

- Firefighter of the Quarter
- Firefighter of the Year
- Medal of Honor
- Medal of Valor
- Meritorious Service Award
- Dedicated Service Award

Nominee Name: _____

Please explain specifically why you believe the member nominated deserves the honor for which you are nominating. Attach additional sheets and any supporting data if necessary.

Signature of Person Making the Nomination

Date Submitted

Awards Committee Chairperson

Date/Time Received

Appendix B

Departments Responding to Survey #1

Key	Agency	City/State
A	Coral Gables FD	Coral Gables, FL
B	Goshen FD	Eugene, OR
C	Ft Myers FD	Ft Myers, FL
D	Sparks FD	Sparks, NV
E	Sierra Vista FD	Sierra Vista, AZ
F	Urbandale FD	Urbandale, IA
G	South Metro Fire District	Raymore, MO
H	Milwaukee FD	Milwaukee, WI
I	Queensland Fire Rescue	Queensland, Australia
J	East Alabama Fire District	Valley, AL
K	Peoria FD	Peoria, IL
L	Wauwatosa FD	Wauwatosa, WI
M	Big Bend - Vernor FD	Big Bend, WI
N	Odessa FD	Odessa, TX
O	Menlo Park FD	Menlo Park, CA
P	Hialeah FD	Hialeah, FL
Q	Phoenix FD	Phoenix, OR
R	Ft Worth FD	Ft Worth, TX
S	Clayton County FD	Riverdale, GA
T	Alhambra FD	Alhambra, CA
U	Rowlett Fire Rescue	Rowlett, TX
V	Escambia County FD	Pensacola, FL

Appendix C

Survey 1 Results

Program?	FD/Higher	Higher Level	Attached?	Available?	Yes, How?	No, How?	Levels	List levels	Citizens?	Yes, how?	No, how?
A	y	Higher	City		Yes	#A/6	Multiple		No		
B	N										
C	Y	FD		No	Yes	SOP		5#C/9	Yes	Certificate	
D	Y	FD		No	Yes	Ops Man.		4#D/9	Yes	#D/11	
E	N					memo's		5#E/9	No		
F	Yes	FD			Yes	SOP		1	No		
G	Yes	FD			Yes	Manual		3#G/9	No		
H	Yes	FD		Only form	Yes	Posted		7#H/9	Yes	Letter/Cert	
I	Yes	Higher	Federal	No	Yes	SOP	Multiple	Many	Yes	Federal	
J	No										
K	No										
L	No										
M	Yes	FD		No	No	Verbal		6#M/9	No		
N	Yes	Higher	City	No	No		Notice	4#N/9	Yes	Council	
O	No										
P	No										
Q	No										
R	No										
S	Yes	FD		No	Yes	Mailed			No		
T	No										
U	Yes	FD		No	Yes	SOG		4#U/9	No		
V	Yes	FD		Yes	Yes	SOP			Yes	Commission	

Survey 1 Results (Continued)

KEY	Level Det?	One time?	Other programs	Which?	Dept. Type	Combat #	Population	U/S/R
A	-	?		AHA	Career	140	25-50K	U
B					Combination	25	<25K	S
C	#C/13	Situational	No		Career	138	50-250K	U
D	Committee	Annual	No		Career	75	50-250K	U
E	Chief	Yes	No		Combination	54	25-50K	S
F		Event	No		Combination	50	25-50K	S
G	Management	Both	Yes	#G/16	Combination	30	25-50K	S
H	Committee	Annual	No		Career	1080	>250K	U
I	Application	Several	No		Combination	54000	>250K	USR
J					Combination	34	<25K	R
K					Career	210	50-250K	U
L					Career	121	50-250K	U
M	Years of Service	Annual	NO		Combination	60	<25K	S
N			No		Career	148	50-250K	S
O					Career	100	50-250K	U
P					Career	230	>250K	U
Q					Combination	22	<25K	R
R					Career	750	>250K	U
S		Annual	Yes	#S/16	Career	275	50-250K	U
T					Career	80	50-250	U
U		Yearly	No		Career	54	50-250K	S
V	Committee	Event	No		Combination	50	-250K	USR

Notes from Above Chart:

#A /6 = “classes and distributed”

#C/9 = Outstanding Service; Firefighter of the Year; Medal of Honor; Medal of Valor; Phoenix Award

#D/9 = Commendation Bar; Medal of Valor; Meritorious Service Medal; Letter of Recognition

#E/9 = Firefighter of the Year; Reserve Firefighter of the Year; Special Recognition Award; EMT of the Year; Paramedic of the Year

#G/9 = Letter of Recognition; Letter of Commendation; Award/Medal, plaque, certificate

#H/9 = EMS Awards include: Individual, Team, Citizen; Fire Awards include: Individual (Class A,

B and C), Team (Class A, B and C) and Citizen

#M/9 = “Memo/Letter from Chief or Mayor”

#N/9 = “Years of Service 5 – 10 – 15 – 20 – 25 – 30”

#U/9 = “Firefighter of the Year; Paramedic of the Year; Officer of the Year; Chief’s Award”

#D/11 = “Through the Commendation Review Comm. And presented at the annual awards ceremony”

#C/13 = “Lee County Fire Chief’s Assoc.”

#G/16 = “2 Separately sponsored Fire Fighter of the Year.”

#S/16 = “State Fire Marshal, Georgia Firefighter Association”

Appendix D

Please take a few minutes and complete this survey about awards programs.

Name: _____ Rank/title: _____ Date: _____

Department/agency: _____

Address: _____

1. Does your department have written awards program? Yes _____ No _____ (If no, please complete the demographic information questions.)

2. Is the awards program fire department specific or adopted by a higher level of government (e.g. city, county or state)? FD specific _____ Higher level _____

If adopted by a higher level, please specify: _____

3. Please attach a copy of the written directive for the awards program to this survey. Attached _____
Not _____

4. Is the written awards program document made available to each firefighter?

Yes _____ No _____

If yes, how is the document provided?

If no, how are firefighters informed of the awards program?

5. How many different award levels are included in the program? _____

Please list the different award levels:

6. Does the awards program include recognition of citizens? Yes _____ No _____

If yes, how are citizens recognized through the program?

If no, how are citizens recognized?

7. If you have different levels of awards, how is the level to be awarded determined?

8. Are the awards given to all recipients at one time (e.g. annual awards banquet) or as each situation that merits award occurs?

9. Does your department participate in other awards programs (e.g. American Heart Association CPR awards)? Yes No

If yes, what other programs does your department participate in?

Demographics: Is your department: Career Volunteer Combination

How many combat personnel are in your department? _____

What is the population served by your department? Less than 25, 000
 25,001 to 50,000
 50,001 to 250,000
 Over 250,001

Would you describe your service areas as: Urban
 Suburban
 Rural

Thank you for your input. Please either fax, mail or e-mail the response to this survey to:
Fire Marshal Gary D. Jordan
North Bay Fire District
White Point Road
Niceville, FL 32578
e-mail: pacer@mail.gulf.net

Questions? Telephone (850) 897-3689
FAX: (850) 897-6051

Appendix E

Survey 2 Results

	Yes	No	Unsure	
#1		3	5	1
#2		3	5	1
#3		6	1	2
#4		7	1	1
#5		4	1	4
#6a		4		
b		3		
c		1		
d		2		
e		3		
f		1		
g		0		
h		2		
i		1		
j		2		
k		1		
l		1		
m		3		
n		0		
o		1		
p		2		
q		0		
r		1		
s		2		
t		3		
u		4		
v		4		
w		1		
x		2		
y		0		
z		2		
aa		4		
bb		3		
cc		5		
dd		3		
ee		3		
ff		3		
gg		3		
hh		4		
ii		4		
jj		2		
kk		4		
ll		5		
mm		4		
nn		2		

Appendix F

North Bay Fire District Recognition Program Survey

Please answer the following questions about the district employee (career and volunteer) and civilian recognition activities. The information gained through this survey will be used to assess the current recognition activities and identify desired changes to the recognition program through a revised operating instruction.

1. Would you like more recognition for your contributions to the district?
Yes _____ No _____ Unsure _____
2. Would changes to the current recognition program motivate you to perform your duties better?
Yes _____ No _____ Unsure _____
3. Are you satisfied with the district's current system of recognition?
Yes _____ No _____ Unsure _____
4. Should the district recognize civilians who contribute to the safety of the district populace?
Yes _____ No _____ Unsure _____
5. Are there adequate methods in place to allow district personnel to recognize others?
Yes _____ No _____ Unsure _____
6. Which of the following do you consider meaningful types of recognition for the district recognition program? (Place a checkmark next to all that apply.)
 - a. Supervisor personally congratulating employees for a good job _____
 - b. Supervisor writes a personal note about good performance _____
 - c. Place pictures of employees doing good things around the station _____
 - d. A note sent to the employee's family/significant other letting them know about their achievement and thanking them for the family members efforts and commitment to the job. _____
 - e. Letter from the Fire chief congratulating an employee for a good job _____
 - f. Letter from the chairman of the Fire Commission congratulating an employee for their achievements _____
 - g. Phone call from the Fire chief congratulating employee for a good job _____
 - h. Newspaper publicity recognizing an employee's participation _____
 - i. Management member publicly recognizes employees for good performance _____
 - j. A written thank you for your suggestion, idea or a job well done _____

- k. A "pat on the back" for a job well done _____
- l. Recognition in a newsletter _____
- m. Name on a plaque displayed in the station _____
- n. Picture of employee receiving special recognition hanging in station _____
- o. Handshake for a job well done _____
- p. Spontaneous verbal thank you for a job well done _____
- q. Choice of a special project to work on _____
- r. A letter for the employee from a supervisor _____
- s. Letters of praise from the public placed in a newsletter _____
- t. Award of Recognition for civilians _____
- u. Medal recognizing valor by an employee
- v. Medal recognizing heroism by an employee
- w. Personal growth and educational achievement award _____
- x. Team effort awards _____
- y. Excellence in attendance award _____
- z. Certificate of appreciation _____
- aa. Certificate of Commendation _____
- bb. Outstanding Service award _____
- cc. Length of Service Awards (year pins/certificates) _____
- dd. Honorary Firefighter _____
- ee. Written "Atta' Boys" placed in personnel records _____
- ff. Life Saving Award - person in imminent danger of death _____
- gg. Clinical save award - person pulseless/non-breathing _____
- hh. Civilian Citation _____
- ii. Civilian Commendation _____

- jj. chief's Award for Special Recognition
- kk. Firefighter of the Quarter ____
- ll. Firefighter of the Year _____
- mm. Shift of the Quarter ____
- nn. Medal for action resulting in firefighter injury or death ____

Please list any other awards or methods of recognition you would like to see included in the district awards program.
(continue on back if more room is needed).